

RECRUITMENT POLICY

APRIL 2024



LANARKSHIRE
HOUSING ASSOCIATION LTD



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RECRUITMENT POLICY

(*Note Lanarkshire Housing Association hereinafter referred to as LHA)

1.0 INTRODUCTION

- 1.1 LHA recognises the national importance of promoting Equality and Diversity and is opposed to discrimination in any form, be it direct or indirect. This policy should therefore be read in conjunction with the Association's Equality and Diversity Policy.
- 1.2 LHA will seek to ensure that all individuals will be treated fairly and equally and any decisions on recruitment and selection will be based on the essential job criteria.

2.0 GENERAL

- 2.1 When a vacancy arises the following summary reflects the normal recruitment and selection process: -
 - a) A Job vacancy arises
 - b) The Job Description is reviewed
 - c) A Person Specification is prepared
 - d) An information Pack is prepared for Job Applicants (including Application Form, Equality and Diversity Form, Organisational Structure & Annual Report)
 - e) The Post is advertised (either internally, externally or both)
 - f) Applications are received by due date and in the form prescribed
 - g) Applicants are shortlisted
 - h) Interviews are prepared and conducted
 - i) The successful Applicant is appointed subject to receipt of satisfactory references
- 2.2 By approval of the Human Resources & Equality Sub-Committee an alternative method of recruitment could be to use an approved, registered Employment Agency for the process of candidate selection. This would be subject to competitive quotations and the stated requirement that the Agency operates an appropriate policy on Equality and Diversity and meets all its statutory obligations. The questionnaire on equality and diversity will be provided to each candidate and can be completed and returned at their discretion. This will form part of LHA's

normal monitoring procedures relating to age, gender, transgender, sexual orientation, disability, race, marriage and civil partnership status and religion or belief.

- 2.3 Candidates will be required to complete and sign LHA's Employment Application Form. At the discretion of the Human Resources & Equality Sub-Committee, CV's may be considered however, applicants submitting CV's must complete and sign an Employment Application Form if selected for a short-list interview.
- 2.4 It is important that all dates of an applicant's employment history are fully disclosed, specifying whether the individual was employed, unemployed or undertaking an educational course at the time. Failure to disclose may affect the candidate being shortlisted for interview. Covering letters supporting the CV of a candidate may be considered however will be disregarded if no CV is provided.
- 2.5 On occasion, the LHA may have to recruit for temporary members of staff via a registered employment agency or other approved training providers. Where possible, the protocols for recruiting permanent members of staff will be followed to ensure the process is consistent and free from bias.
- 2.6 All employees leaving LHA will undertake an Exit Interview following the receipt of formal notice to terminate their employment. This will be carried out by a Department Manager or the Chief Executive (or, in the case of the Chief Executive leaving, by the Human Resources & Equality Sub-Committee or delegated Office Bearer). The purpose of the Exit Interview will be to establish the following: -
 - a) Reasons for leaving
 - b) Whether adequate induction was provided - where the employee leaves after a short period
 - c) What was gained from the Job, i.e. skills, knowledge
 - d) What would encourage the person to remain
 - e) What level and quality of support was provided, i.e. supervision and training
 - f) How the Job could be improved

3.0 THE JOB DESCRIPTION

- 3.1 The Job Description must describe the duties and responsibilities of the postholder. It has three main purposes: -
 - a) It is a basis for establishing the person specifications
 - b) It is a basis for job evaluation

- c) It is a reference document for both manager and postholder

3.2 The Job Description should be informative, clear and unambiguous and should include the following: -

- a) Job Title
- b) Purpose of the post
- c) Responsible to (the Supervising Officer or Committee)
- d) Responsible for (subordinate Officers)
- e) Main duties and tasks
- f) Specific qualifications and other requirements e.g. driving licence/evening work etc.
- g) Summary of main conditions of service and length of contract if fixed term
- h) Band/Grade of Post
- i) Hours of work

4.0 THE PERSON SPECIFICATION

4.1 The person specification describes the ideal person to fill the job and is a profile of attributes as follows: -

- a) Education and qualifications
- b) Experience
- c) Skills and abilities
- d) Knowledge
- e) Training
- f) Other attributes

4.2 It should also divide the series of attributes as either *essential* or *desirable* for an individual to possess in order to do the job.

5.0 ADVERTISING

5.1 External advertising may include job websites / boards operated by employment agencies or business networks. Other mediums that may be used locally are websites of colleges, schools and other training providers. The organisation's commitment to Equality and Diversity should always be made clear in each case.

- 5.2 Where an Employment Agency is used, they will be instructed to adhere to the principles of LHA's Equality and Diversity Policy.
- 5.3 Job advertisements will give the following information as a minimum requirement: -
- a) LHA name and logo
 - b) Title of post
 - c) Brief details of the post and its responsibilities
 - d) Experience, skills and qualifications required
 - e) Salary Band
 - f) Name, and email address or telephone number of person to contact for further information and application form
 - g) Closing date for receipt of applications
 - h) If known the dates of interview for longlisted and shortlisted candidates (for senior appointments only)
 - i) Where possible include the Association's Equality and Diversity statement (*e.g. LHA is an equality and Diversity employer and encourages applications from suitably qualified people, particularly from people with disabilities and from minority ethnic groups. Our office has wheelchair access*).

6.0 THE JOB INFORMATION PACK

- 6.1 As background information the candidates will be directed to the Association's website for background information and, if available, a hard copy of the Charter Performance Report will be sent with each Application form.
- 6.2 The overall package will include the following: -
- a) Covering Letter
 - b) Job Description & Person Specification
 - c) Equality and Diversity Monitoring Form
 - d) Organisational Structure
 - e) Background information (see 6.1 above)
- 6.3 When application forms are returned, the Equality and Diversity Monitoring Form (**Appendix 1**) should be separated and retained confidentially and forwarded to the Corporate Services Director.

7.0 LISTING OF CANDIDATES

7.1 The seniority of the post being recruited for will determine the degree of shortlisting to be applied. The criteria outlined below should be followed:

- Posts within Senior Management Team (Manager or above), will be subject to a two-part process whereby
 - **a longlist of candidates** (up to a maximum of 8) will be selected and invited for interview, lasting approximately 30-45 minutes. At this stage, the interview will focus on the technical experience and personal attributes of candidates and their suitability for the role
 - **a shortlist of candidates**, (up to a maximum of 4) will be selected and taken forward to the next stage. The interview will focus further on each candidate's technical ability, working as part of the Senior Management Team and contributing to LHA's strategic and cultural outlook. It is recommended that a specific task be set, for all candidates, such as prepare a 10-minute presentation, and report their ideas and findings to the interview panel. Interviews should last 45 minutes but not exceeding 1 hour
 - **Psychometric Testing** may be carried out for shortlisted candidates
- Posts within operational teams (Grades 1 to 5), will only be subject to a one stage interview process. Candidates will be shortlisted and invited for interview, normally up to 45 minutes but not exceeding 1 hour

8.0 THE SHORTLIST

- 8.1 On receipt of applications and after the closing date for applications, the designated senior officials or the approved interview panel (no more than three people) will agree dates for shortlisting, if not already set. Normally, interviews should take place no more than 3 weeks after the closing date.
- 8.2 The Corporate Services Director copies the applications for each member of the panel, ensuring all pages have been included. The original applications will be filed in the designated personnel records filing under the supervision of the Chief Executive.
- 8.3 The criteria listed in the Person Specification are the means by which the shortlist is drawn up. In the first instance, those who exceed the minimum criteria should not be favoured but, if a higher number of people meet the *essential* requirements than are required, then the *desirable* criteria can be used for further assessment.

- 8.4 The person specification must not be modified at any stage of the shortlisting process.
- 8.5 Regard should be given to the following guidance by the designated officials or panel: -
- a) Each application must be compared to the person specification and not to other applicants being considered for shortlisting
 - b) Applicants who do **not** meet **all** the essential criteria should not be shortlisted
 - c) Only information contained within the application can be used
 - d) In the event of a panel conducting the selection process and unanimous agreement cannot be reached then a simple majority vote will suffice on the final list. The appointed Chairperson will have a casting vote in the event of a drawn vote
 - e) A standard format of shortlisting assessment will be applied (**Appendix 2**)
- 8.6 **After** shortlisting the chosen candidates, the order and times of interviews should be set and applicants notified accordingly.
- a) Applicants should be advised of the date and time of interviews and any special requirements such as practical test details (where appropriate)
 - b) Applicants should be advised who will conduct the interviews
 - c) The Corporate Services Director will check if any candidates have special requirements e.g. disabled access
- 8.7 If any candidate is a friend or relative of a member of a selection panel, then in the interests of fairness, that member should exclude themselves from any further involvement in the selection process.

9.0 INTERVIEWS

- 9.1 Before the interviews, the panel should agree a checklist of appropriate questions.
- 9.2 The panel should divide the responsibility for different “subjects” with each panel member having responsibility for questions on certain subjects, to avoid duplication. However, panel members may subsequently contribute outside their own agreed “subject”.
- 9.3 The attached **Appendix 3** should be given due regard as practical guidance for panel members on conducting interviews

10.0 SELECTION

- 10.1 The person specification is again the basis for decision. The panel members should compare the applicants only to this specification and not to each other.
- 10.2 Individual applicants should not be discussed between interviews.
- 10.3 Assuming all candidates selected for interview meet the essential criteria of the person specification, the successful applicant should be the one who has most surpassed this standard by meeting the desirable criteria.
- 10.4 Once the best candidate has been selected the panel should choose a reserve, in case the first candidate decides not to accept the offer.
- 10.5 The attached **Appendix 4** is a suggested format of interview assessment

11.0 THE APPOINTMENT

- 11.1 The Chief Executive or delegated Manager will telephone the successful candidate if possible to confirm the job offer. This provides an indication of whether the candidate will accept the offer and will also allow negotiation on terms of appointment, although verbal indications cannot be relied upon absolutely.
- 11.2 The Chief Executive or delegated Manager will issue a written offer of employment to the successful candidate and request written confirmation of acceptance within SEVEN days. Apart from the reserve choice, the unsuccessful candidates should then be informed in writing. If the first choice candidate formally accepts the position, the reserve can then be informed that he/she has been unsuccessful.
- 11.3 In the event that the first choice candidate rejects the offer then the reserve will be contacted with a formal offer.
- 11.4 The Chief Executive or delegated Manager will be responsible for collating all copies of materials and destroying duplicates.
- 11.5 Applications, person specifications, etc., will be retained for a period of **not less than 6 months**.

12.0 INDUCTION

- 12.1 A suitable induction programme should be prepared for the new employee by the Chief Executive or delegated Manager. This will include the following: -
 - a) Background to Organisation
 - b) Geographical Layout

- c) Policies and Procedures
- d) Conditions of Service - employee's rights responsibilities and benefits

13.0 RECORDS AND REVIEW PROCEDURE

13.1 Once the recruitment procedure is completed, the Corporate Services Director is responsible for keeping records covering: -

- a) Where the post was advertised (or which Agency was used)
- b) information collated from the Equality and Diversity Monitoring form

13.2 The above information should be in the form of a report (typical format as per **Appendices 5, 6**) to Committee for: -

- a) All applicants
- b) Short listed candidates
- c) Successful candidates

This Policy will be reviewed every three years or as required by legislation or other circumstances, subject to the approval of the Management Committee.



EQUALITY MONITORING FORM

Information for those completing the form

Why are we asking for equality information?

We collect equality information to help us plan and deliver effective services. This also assists us in ensuring that we meet our legal and regulatory obligations.

What do we do with equality information?

We use equality information for a range of purposes, including to help us:

- Protect and promote your rights and interests
- Promote equality objectives across our services
- Identify and address our customers' needs and improve our services
- Identify and eliminate any form of discrimination

Do you need to answer every question?

By answering as many questions as possible you will help us meet your needs better, but we provide options throughout this form to allow you to provide only the information you want to give us. You can complete some questions and not others or you can complete parts of questions. The form also has space to tell us more about your needs, if you wish.

We may ask for some information in other forms where this is required by law. For example, where we need to know your age if you are applying for a home, as only persons over 16 years old can be registered on our housing list.

How do we process your equality information?

We process equality information strictly in line with data protection law, including by:

- Processing your equality data confidentially
- Restricting access only to relevant staff members
- Retaining equality information only as long as necessary
- Sharing data only as lawfully permitted
- Destroying data securely

Who do we gather equality data about?

We gather this from:

- People who apply for a home
- Tenants
- People who apply for a job with us
- Our employees
- Committee Members

We can provide this form in large print, braille, audio format or other languages and further information or assistance to complete this form is available on request by telephoning, emailing or visiting our office.

NAME: _____

1. AGE

We may request a specific date of birth in certain forms when this is required by law. For example, we need to know the age of housing applicants as a person can only be registered on our housing list if they are 16 years of age or over.

What age are you?

What is your date of birth?
(DD/MM/YYYY)

Prefer not to say (please tick)

2. SEX

What is your sex?

Female

Male

Intersex

Prefer not to say

Please advise if you have any particular requirements

Please tick here if you wish to discuss the matter in confidence

3. GENDER RE-ASSIGNMENT (TRANS/TRANSGENDER)

Do you consider yourself as transgender?

Yes

No

Prefer not to say

Please advise if you have any particular requirements

Please tick here if you wish to discuss the matter in confidence

4. SEXUAL ORIENTATION

What is your sexual orientation?

Heterosexual/straight

Gay man

Lesbian

Bisexual

Other

Prefer not to say

Please advise if you have any particular requirements

Please tick here if you wish to discuss the matter in confidence

5. DISABILITY

Are you a disabled person?

Yes

No

Prefer not to say

If Yes, please tick the box from the following list which you would use to best describe why you are a disabled person:

Autoimmune (i.e. Multiple Sclerosis/HIV/Crohn's)

Sensory impairment - hearing impairment

Learning difficulties (i.e. Downs Syndrome)

Sensory impairment - visual impairment

Mental health issue (i.e. Depression, Bi-polar)

Neuro-divergent condition (i.e. autistic spectrum, Dyslexia)

Physical impairments (i.e. wheelchair user/Cerebral Palsy)

Other (please specify below)

Please advise if you have any particular requirements

Please tick here if you wish to discuss the matter in confidence

6. ETHNICITY

Please indicate your particular ethnic group:

African

African, African Scottish or African British

Other African background (please specify) _____

White

- Scottish
- English
- Other British
- Irish
- Gypsy traveller
- Polish
- Roma
- Welsh

Mixed Groups

Mixed or multiple ethnic background (please specify) _____

Asian, Scottish Asian or British Asian

- Indian, Indian Scottish or Indian British
- Pakistani, Pakistani Scottish or Pakistani British
- Bangladeshi, Bangladeshi Scottish or Bangladeshi British
- Chinese, Chinese Scottish or Chinese British
- Any other Asian background (please specify) _____

Black or Caribbean

- Caribbean, Caribbean Scottish or Caribbean British
- Black, Black Scottish or Black British
- Any other Caribbean or Black background (please specify) _____

Other

Other group (please specify) _____

Prefer not to say

Please advise if you have any particular requirements

Please tick here if you wish to discuss the matter in confidence

7. MARRIAGE AND CIVIL PARTNERSHIP STATUS

Are you currently in a marriage?

Yes

No

Prefer not to say

Are you presently in a civil partnership?

Yes

No

Prefer not to say

Please advise if you have any particular requirements

Please tick here if you wish to discuss the matter in confidence

8. BELIEF OR RELIGION

Please tick the box which best describes your belief or religion from the list below?

Buddhism

Christian – Catholic

Christian – Protestant

Christian – Other (please specify) _____

Hinduism

Judaism

Islam

Sikhism

No specific belief or religion

Prefer not to say

Any other religion or belief
Please specify below

Please advise if you have any particular requirements

Please tick here if you wish to discuss the matter in confidence

GENERAL

Please tick if there are any issues that you wish to discuss in confidence

CONSENT

By signing this form you are providing explicit consent for the processing of this equality data

Signature: _____

Date: _____

THANK YOU FOR TAKING THE TIME TO COMPLETE THIS FORM

LANARKSHIRE HOUSING ASSOCIATION LIMITED

SHORT LISTING ASSESSMENT FORM – USE TO SHORTLIST APPLICANTS FOR INTERVIEW

Department:		Post Title:			Grade:	
Candidate No:				Assessment:		
REQUIREMENTS Essential (E) or Desirable (D)		E	D	Does Not Meet Requirement (√)	Fully Meets Requirement (√)	Notes
1. Qualifications						
2. Previous Experience						
3. Skills & Abilities						
3. Knowledge						
4. Training						
5. Other Requirements						

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CONDUCTING THE INTERVIEW

- The interview should be stress-free and designed to enable candidates to present themselves well
- Ensure that, during the interview, there are no interruptions and/or distractions
- A person Specification must be completed for each candidate interviewed
- Explain the interview structure to the candidate
- Introduce the panel members to the candidate
- Give a brief description of the job/organisations etc
- Ask Open rather than Closed questions. Closed questions normally only require Yes/No answers, whereas open questions will require a more detailed and lengthier answer. For example, ask “What supervisory responsibilities do you have?” rather than ‘Do any employees report to you?’
- Ask questions that give the candidates the opportunity to give examples of experience
- Avoid asking leading, marathon or multiple questions
- Do not ask questions relating to candidates personal circumstances unless they relate to the criteria in the person specification. They will, therefore, be applied equally to all candidates
- Ensure that the candidate is aware of the major conditions of employment and any special requirements (These should have been provided with the application form, e.g. - a standby route, smoking restrictions, tied accommodation)
- Where they require specific qualifications for the job, the successful candidate must provide copies of relevant documents prior to any appointment being made
- Give the candidate the opportunity to ask any questions relating to job duties, conditions of employment etc.
- Indicate when and how candidates will be told of the result of the interviews
- Arrange to pay reasonable and appropriate expenses related to attending the job interview
- Thank the candidates for their time and trouble and ensure they are directed to the appropriate exit
- Once the interviews are over, consider the completed Person specifications to determine the successful applicant
- For each interview, the organisation will retain all interviews’ notes for at least six months

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**INTERVIEW FORM
APPLICANT ASSESSMENT**

Applicant: _____

Position: _____

Interview Panel Member: _____

Date of Interview: _____

Score – Benchmark Figures

0 - Unsatisfactory	4 - Average	7 - Good	10 - Excellent
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EDUCATION/QUALIFICATIONS	SCORE
EXPERIENCE	
SKILLS AND QUALITIES	
MOTIVATION	
CAREER PROGRESS TO DATE	

INTERVIEW ASSESSMENTS – NOTES ON COMPLETION

1.0 BENCHMARK SCORES - Guidance for Interviewers to Enable Marking of Job Applicants under All Categories

SCORE	CONCLUSION/OUTCOME *	NOTES/COMMENTS
0	The applicant has very few of the quality measures/criteria sought by the employer and presentation is very poor.	Very unlikely if already called for interview. Presentation would have to be extremely poor or particulars very misleading.
1	The applicant's qualities in this area have insufficient relevance to the job, or are a very significant mismatch to the agreed criteria.	Low probability unless presentation at interview poor or application details inaccurate or misleading
2	The applicant has achieved a significantly lower level than desirable, and demonstrates little aptitude in this area.	Possible, only where expectations from written application are clearly not met in several aspects.
3	The applicant has achieved a below average quality level, but demonstrates a slight aptitude in relation to the job criteria.	Performance does not meet expectations but some undeveloped qualities are perceptible.
4	The applicant has achieved a moderately appropriate level, but additionally demonstrates a promising aptitude	This outcome is generally more frequent, where quality is just acceptable for the job but applicant shows personal development potential.
5	The applicant has achieved an intermediate level but could demonstrate better aptitude.	Quite a common occurrence. Generally relates to average quality with no significant failings in the scrutinised criteria.
6	The applicant has achieved an intermediate level and demonstrates a good aptitude.	Again, a fairly common outcome. Above average quality level, where applicant shows ability to improve.
7	The applicant has achieved moderate success, but could demonstrate greater aptitude.	Definitely good achievement, but no clear vision, forward objectives or specific aspirations

8	The applicant has achieved a good level of success, and has demonstrated good aptitude	Good quality in most respects, showing vision and willingness to improve.
9	The applicant has achieved very good level and has demonstrated additional expertise	High quality in all respects and demonstrates very good judgement, potential and desire for self-improvement.
10	The applicant has achieved excellence in several criteria and has demonstrated a very high level of expertise and skill	Evidently of highest quality and demonstrates a clear vision with significant personal and inter-personal skills.

2.0 GUIDANCE ON SUGGESTED CRITERIA/APTITUDES FOR CONSIDERATION

Assessment of a candidate's performance should be made against pre-determined criteria, identified as being the most important to our organisation in general. The current principal criteria are: -

- Educational qualifications
- Experience
- Skills and qualities
- Motivation
- Career progress to date (where appropriate)

For specific appointments examples of general aptitudes would be as follows: -

- Interpersonal skills
- Team-working skills
- Communication skills - both written and oral
- Leadership skills
- Time management skills
- Data analysis skills
- Decision-making skills
- Influencing skills
- Creativity
- Integrity

- Self-motivation and personal development skills

3.0 GUIDANCE TO INTERVIEW PANEL MEMBERS

This guidance should be read in conjunction with LHA's Equal Opportunities Policy

Basic rules for conducting the interview: -

- Always make notes on the candidates' aptitudes, and be particularly specific about your reasons if you are giving a very high or very low score. Use the score comments attached as a general guide
- Set out some standard questions which are put to all candidates (although it is perfectly acceptable to ask supplementary questions as different candidates present themselves differently)
- Avoid posing questions that are directly or indirectly discriminatory (for information and guidance, a **CIPD paper entitled "Discriminatory questions at selection interviews" is attached**)
- Monitoring information is best collected on a form that is separate or detachable from the main body of the application form. It should not be seen by anyone involved in the selection process at any stage, as it may lead to bias.
- Remember, disability is **not** synonymous with ill-health. Questions about health should be kept separate from questions about disability
- Records of the interview should always be kept, together with notes of the assessment made and the reasoning behind it
- Always check that the competency framework is bias-free and does not incorporate inappropriate stereotypes

EQUALITY MONITORING RESULTS FORM
KEY AREA OF ACTIVITY

Number of Forms Issued:	Number of Forms Returned:	Return Percentage:	%
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1. AGE	16 – 24		25 – 34		35 – 44	
	No.	%	No.	%	No.	%
	45 – 54		55 – 64		65 +	
	No.	%	No.	%	No.	%

2. SEX	FEMALE		MALE		INTERSEX	
	No.	%	No.	%		
	PREFER NOT TO SAY					
	No.	%				

3. GENDER RE-ASSIGNMENT (TRANS/TRANSGENDER)	TRANSGENDER		NON TRANSGENDER		PREFER NOT TO SAY	
	No.	%	No.	%	No.	%

4. SEXUAL ORIENTATION	HETEROSEXUAL		GAY MAN		LESBIAN/GAY WOMAN	
	No.	%	No.	%	No.	%
	BI-SEXUAL		OTHER		PREFER NOT TO SAY	
	No.	%	No.	%	No.	%

Group (i) – African	Group (ii) - White	Group (iii) – Mixed or multiple ethnic background	Group (iv) – Asian, Scottish Asian or British Asian	Group (v) – Black or Caribbean	Group (vi) Other Group	Group (vii) Prefer Not To Say
(a) African, African Scottish or African British (b) Other African Background	(a) Scottish (b) English (c) Other British (d) Irish (e) Gypsy/Traveller (f) Polish (g) Roma (h) Welsh	(a) any mixed or multiple ethnic group	(a) Pakistani, Pakistani Scottish or Pakistani British (b) Bangladeshi, Bangladeshi Scottish or Bangladeshi British (c) Chinese, Chinese Scottish or Chinese British (d) Indian, Indian Scottish or Indian British (e) Any other Asian background	(a) Caribbean, Caribbean Scottish or Caribbean British (b) Black, Black Scottish or Black British (c) Any other Caribbean or Black background		

7. MARRIAGE & CIVIL PARTNERSHIP STATUS	IN A MARRIAGE OR CIVIL PARTNERSHIP		NOT IN A MARRIAGE OR CIVIL PARTNERSHIP		PREFER NOT TO SAY	
	No.	%	No.	%	No.	%

8. RELIGION OR BELIEF					
	No.	%		No.	%
Buddhist			Islam		
Christian – Catholic			Sikkism		
Christian – Protestant			No specific belief or religion		
Christian – Other			Prefer not to say		
Hinduism			Any other religion or belief		
Judaism			Other belief		

LANARKSHIRE HOUSING ASSOCIATION LIMITED

MONITORING REPORT - RESPONSES TO ADVERTISEMENTS
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POST TITLE : _____

WHERE WAS ADVERT PLACED	NEWSPAPER	SFHA WEBSITE	MISC
Total No. Of Applicants ()			
Total No. of Applicants Interviewed ()			
Successful Candidate			